

Кожна прогресивна стратегія створює свій власний, унікальний цикл зростання. Проте найбільший прояв важелів зростання можна виявити в трьох сферах: побудова мережі бізнесу, оволодіння ринком і засвоєння досвіду.

Висновки. Пріоритетного значення набувають сьогодні принципи управління підприємствами, що спрямовані на запобігання виникненню проблем та постійному еволюціонуванню систем, на відміну від кардинального реформування і додання обмежень/збоїв бізнес-процесів, які, і особливо з позицій нарощування ринкового потенціалу, потребують нового концептуального опрацювання.

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THE IMPORTANCE AND ROLE OF MARKETING PLAN AND THE RELATION WITH QUALITY MANAGEMENT SYSTEM

АНОТАЦІЯ. У статті розкрито основні принципи маркетингового планування і запропонована нова концепція маркетингової стратегії, яка включає в себе всі організаційні функції. Авторами встановлено вза-

ємозв'язок між маркетинговим плануванням, маркетингом і системою менеджменту якості областей, які пронизують всі функції в організації і які є основою сталого системного підходу та ефективної роботи організації.

КЛЮЧОВІ СЛОВА: маркетинг, маркетингове планування, концепція маркетингової стратегії, менеджмент.

АННОТАЦИЯ. В статье раскрыты основные принципы маркетингового планирования и предложена новая концепция маркетинговой стратегии, которая включает в себя все организационные функции. Авторами установлена взаимосвязь между маркетинговым планированием, маркетингом и системой менеджмента качества областей, которые пронизывают все функции в организации и которые являются основой устойчивого системного подхода и эффективной работы организации.

КЛЮЧЕВЫЕ СЛОВА: маркетинг, маркетинговое планирование, концепция маркетинговой стратегии, менеджмент.

SUMMARY: The paper has originated as the authors' aspiration to point out the basic principles of marketing planning and a new concept of marketing strategy which includes all functions in the organization. This paper also shows the endeavors of authors to establish the relationship between marketing planning and marketing in general and quality management system as areas that permeate all functions in the organization and which are the basis for sustainable systematic approach and effective and efficient operations of the organization.

KEYWORDS: marketing marketing planning, the concept of marketing strategy, management.

1. INTRODUCTORY CONSIDERATIONS

Business sustainability and expressed effectiveness and efficiency of business in today's conditions are the primary target of all market-oriented organizational systems. Under the conditions of this orientation, it is necessary to implement and maintain systems that with the basic principles and requirements, independently or in integrated models, contribute to business and improvement of organizational performance. These two systems are also undoubtedly marketing management and quality management system.

Most researches point to the actual gains from the implementation of ISO 9001, as opposed to those who say that the cost of implementing and maintaining QMS exceeds revenues realized by it. The authors also support these attitudes, seeing the gains from ISO 9001 mainly in terms of managing defects. Also in the segment of both production and services with special emphasis on production parameters and the importance of ISO 9001 for improvement in that area speaks the research in which a comparative analysis of certified and non-certified organizations. The

conclusions show the significant impact of ISO 9001 on organizational performance. For the purposes of this paper at this point the importance of ISO 9001 for the company's performance is indicated and the approach of relevance of ISO 9001 for improvement of organizational performance is propagated.

Marketing development and the factors that influenced the development can be seen through the following elements:

- Increase in the scope and structure of supply and demand,
- increase in competition
- increase of the number of new and innovative products on the market
- specialization in production and trade
- diversification of business of companies
- internationalization of production for market opening
- increase of consumers' income.

From the factors that have been defined, it can be concluded that the development of marketing is mainly conditioned by some growth (of products, services, volume, competition, etc.).

Earlier understanding of marketing was related specifically to the concept of sales. That meant the absolute orientation of marketing only to the function of selling and good advertising of products. However, more recent approach to marketing sets marketing in the function of not only sales, but also other functions that is processes in the organization, such as the procurement, planning and the like. Thus, marketing gets systemic character that is the set of processes that permeates the entire business system. As one of the basic principles of quality management system is related precisely for systematic approach, it also makes the basic idea of this paper, to highlight the importance and role of marketing through systematic actions and the connection, compatibility and the possibility of synergistic action with the Quality Management System especially in part of the marketing plan.

2. MARKETING MANAGEMENT-SYSTEMATIC APPROACH, MARKETING PLAN

As already pointed out, the earlier comprehension of the term marketing which was identified with the sales and advertising of products is abandoned in the new business environment. Today, the concept that is marketing activity is related to almost all functions in the organization. Namely, the data related to sales and marketing of products are largely also used for defining, planning, monitoring and improvement of other functions in the organization. In addition to the

process of selling, marketing includes the processes of procurement, planning, manufacturing and other.

One of the particularly important processes in organizations playing a prominent role is also the process of innovation and new product development. Lot of ideas for new products come from customers, sales managers, other managers and researchers. Thus, the traditional roles of marketing and direct relationship with the customer are, in fact, in a great number of cases, the main driver of growth and innovation. When it comes to this area, one should keep in mind the following five forms of new products including:

- Modification of the products that are ‘new and improved’ and lead that is represent a substitute for existing products (e.g. new Coca Cola).

- Expansion of product line or supplements to the line (for example, addition of cherries to Coca Cola),

- Extending brand name or assigning names of a trademark to different product categories (one of such products are Coca-Cola candies),

- New brands (such as Serge, a new Coca-Cola beverage with lemon flavor), and

- Innovation, completely new products (for example, when Coca-Cola introduced ‘a drink in the pill’).

This process and relationship of marketing and product development and innovation, is prominent due to the reason of constant affiliation of the authors to finding opportunities for improvement and directions of improvement.

Marketing plan on an annual basis should include activities that are shown in Figure 1.

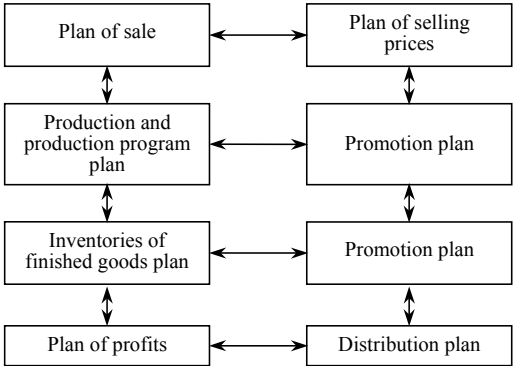


Figure 1. Marketing Plan Activities

The sales plan is the initial and key activity of developing a marketing plan. This activity is linked to plan of products' placement on the domestic and foreign markets, as well as to the application of A-B-C methodology, dynamic development of the placement (quarters, months, etc.), expressing price and so on.

After defining the sales plan, the logical sequence is the making of production plan and production facilities plan. It includes all the products (name, value, quantity, etc.) that the company will have in its range of products for a year. The product range plan stems from the dynamic sales; also includes the temporal sequence of «holding» the range in some short periods of time.

Plan of finished goods inventories relates to several functional areas in the organization and is one of the key components of a marketing plan. Synchronization and data collection under this plan is of special importance especially in the relationship with the production plan. From the marketing point of view, stable stocks are a good predisposition for achieving absolute customer satisfaction. From the standpoint of finance, greater amount of inventories is not good for the organization and is a dormant capital. That is precisely where one should look for the reasons to lead this function to the optimum so that the different aspects and understanding of inventory management would balance.

Especially important activities of the marketing plan are also the elements related to the development plan of selling prices. Two main aspects to be considered here are the attitude towards competition and price adjustment and relationship to the organization's strategy and market position.

Promotion plan is in large part related to the strategic orientation of the management plan for the coming annual level. This plan should include: forms of promotion, investment in these activities and adequate media, the regional component, investment according to sales forecasting and timing of certain activities during the year.

Distribution plan is an activity related to the planning of specific channels for the sale that is marketing of products. A particularly important aspect of this part is the concept of costs and the prediction and managing with fixed and variable costs. In this segment it is necessary to establish the systems for forecasting based on historical that is empirical data from the period before the current one in which the plan is being made.

Finally as the last activity in the development of a marketing plan, sales plan is reckoned. This, especially in today's business environment is one of the key activities. This plan represents a symbiosis of

all plans and defined activities. The importance of this activity can be also seen in one of the basic principles of marketing which is «meeting the users' requirements along with making profit».

Marketing plan can also be defined on the basis of block diagram and flow as shown in Figure 2.

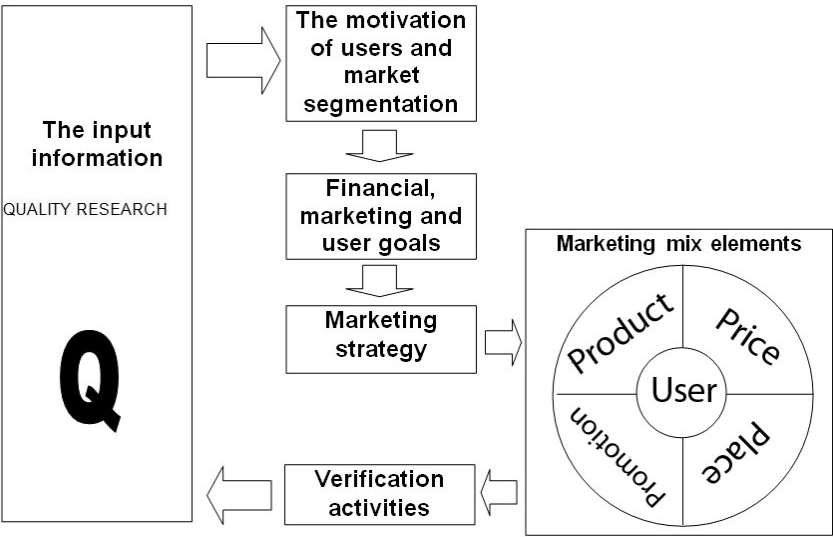


Figure 2. Activities and flow of marketing plan

These and many other items related to marketing and marketing planning in general and management; indicate that marketing is not really just sales and classical distribution. Marketing is much more and something that, among other, should find the integral action with the quality management system and it most probably in the segment of the same basis and that is the «meeting users' requirements».

3. QUALITY MANAGEMENT SYSTEM—SYSTEMIC APPROACH

Modeling of quality management system must be on the basis of the process approach (Figure 3) to develop and to increase the effectiveness of the quality management systems, for the purposes of meeting user requirements. The quality management system is developed in an environment with the terminology defined in the ISO 9000 standard for the basis and vocabulary. The system must meet the

requirements that are grouped into four modules and are management liability, resource management, product realization and measurement of analysis and improvement. Also all requirements as specified in section 4 of the standard and that are related to documentation and general requirements must be met. The improvement of the system is to be implemented on the basis of guidelines for improving the defined in ISO 9004 standard.

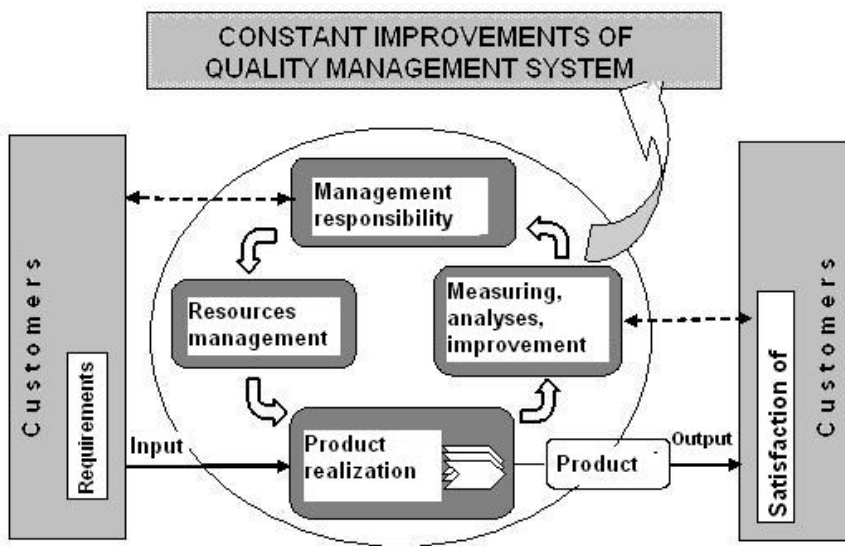


Figure 3. Model of process approach

Model of quality management system based on the processes points to the crucial role of users in defining input requirements for the process. At the level of each process responsibilities must be defined, resources provided, the product must be realized and through the measurement and analyses, continuous improvement in the processes and the system in general must be achieved.

These facts point to the connection that can be established with a system of marketing management and in the common denominator and that is customer satisfaction.

From the level of the processes that are the basis of the quality management system, the view is necessary to be risen to the level of systematic approach. This is one of the related principles of quality management system which is called the «systematic approach». Based

on this approach, we can conclude that the identification and understanding of a system of interrelated processes and managing the system contribute to the efficiency of the organization in achieving its goals. By synergistic management of the process' structure based on the systematic approach flexibility, ease of management and stability at the level of the entire system is achieved as well as the confidence on the level of market and society in general. According to the model of quality management systems and systematic approach, the customer satisfaction and demands that it places for the product are set as the basis. Customer requirements can be specified as in Table 1.

Table 1

PRIORITY CUSTOMER REQUIREMENTS FOR PRODUCT

Requirement	Meaning
Functionality	The possibility that the product performs functions that the customer has predicted for a certain period.
Reliability	The possibility that without failures or delays, intended function is performed.
Design	Style of the products must be competitive and approved by the customer
Diversification	The possibility of the supplier to offer customers a number of versions of the same product.
Just-in-time	The ability of the supplier to deliver the product at the right time with no waiting and without stocks.
Package and transport	Packaging, safety and quality of transport are particularly dictated by customers.
Price	Product price has to be competitive and to enable the customer to continue to do its job economically efficiently.
Other requirements	Economic, ethical, hygienic, regional and social.

In addition to requirements of customers, the product must also meet the requirements of legislation, regional associations, international associations and the like.

In addition to highlighting the relationship towards customer satisfaction, it is also necessary to point out the large number of requirements that can be defined in the segment of structure description of the ISO 9001 standard. However, this paper is not specifically focused

on this topic so that herein individual requirements will not be described but will rather only be pointed out to them.

Based on these defined requirements and based on the standards certain compatibility is observed and the possibility for the integration of the elements as described earlier and defining the marketing plan and marketing activities that are not related only to sale.

4. IMPORTANCE AND ROLE OF MARKETING AND SYSTEMATIC APPROACH, POSSIBLE CORRELATION WITH THE QUALITY MANAGEMENT SYSTEM

The process model that is required by the quality management system, and in particular the orientation on users and their satisfaction, as well as the systematic approach to management are the elements that must be the basis for the integration of the quality management system and marketing management. Classical function of sales and profits in recent philosophy of organizational advancement has been abandoned. This understanding is replaced with a newer philosophy that has a stronger development function where the traditional market orientation to finance is being replaced for the long-term and sustainable orientation and other functions within the organizational structure. In this way a compact and sustainable system is created where we have a strong «feed back» communication between all processes in the organization at the level of the two systems being quality management system and marketing management. In this paper’s basics the requirements of quality management system are set that operate on process modeled organizational structure and the potential connection with pointing out the specific intensity with the activities of marketing planning. Figure 4 shows the potential connections and intensity.

	Plan of sale	Production and production program plan	Plan of inventories of finished goods	Plan of selling prices	Promotion plan	Distribution plan	Plan of profit
5.1 Obligations and management activity	☺	☺	☺	☺	☺	☺	☺
5.2 Focus on the customer	☺	☺	☺	☺	☺	☺	☺
5.3 Quality policy	☺	☺	○	☺	●	○	☺
5.4 Planning	☺	☺	☺	☺	☺	☺	☺

	Plan of sale	Production and production program plan	Plan of inventories of finished goods	Plan of selling prices	Promotion plan	Distribution plan	Plan of profit
5.5 Responsibilities, authorisations and communication	☺	☺	☺	☺	☺	☺	☺
5.6 Management review	☺	☺	☺	☺	☺	☺	☺
6.1 Provision of resources	☺	☺	☺	☺	☺	☺	☺
6.2 Human resources	☺	☺	☺	☺	☺	☺	☺
6.3 Infrastructure	☺	☺	☺	○	○	☺	○
6.4 Working environment	☺	☺	☺	○	○	☺	○
7.1 Planning of product realization	☺	☺	☺	☺	☺	☺	☺
7.2 Processes related to customers	☺	☺	☺	☺	☺	☺	☺
7.3 Designing and development	☺	☺	☺	☺	☺	☺	☺
7.4 Supply	☺	☺	☺	☺	☺	☺	☺
7.5 Production and servicing	☺	☺	☺	☺	☺	☺	☺
7.6 Managing devices to monitor and measure	○	○	○	○	○	○	○
8.2 Monitoring and measuring	○	☺	☺	○	○	○	○
8.3 Managing nonconforming product	○	☺	☺	○	○	○	○
8.4 Data analysis	☺	☺	☺	☺	☺	☺	☺
8.5 Improvement	☺	☺	☺	☺	☺	☺	☺
Legend: ☺ — strong connection ☺ — medium connection ○ — weak connection							

Figure 4. Review of potential connections of quality management system and marketing plan

As evident in Figure 4, in most cases between the areas or the standard requirements and the elements of the marketing plan there is a strong connection. Precisely based on the facts an integrated system

should be built that will affect the sustainability and efficiency and effectiveness of the overall operation.

5. CONCLUDING CONSIDERATIONS

As particularly emphasized in earlier chapters, marketing lately is not only the traditional function of sale and advertising products. Marketing is much more and it becomes the system permeating almost all functions in the organization. In this sense, recently to the word marketing added also is the word management. This is exactly the reason that marketing in the modern sense is a complete single manageable system that pervades almost all processes in the organization, that is has strong relationships with all organizational processes. Viewed in terms of the quality management system and in particular in terms of the proclaimed process approach, almost all processes in the process modeled organizational structure are in the function of marketing and marketing is in their function. In this sense, the goals and information (input and output) in the process should be, or rather must have a direct correlation to marketing activities that is to the activities of marketing as a system. It should especially be stressed that the framework around which can the integration of quality management system and marketing management could be performed is precisely the basic postulate of both systems and that is the «customer satisfaction». All these facts and aspects indicate that, in meeting the requirements of quality management system according to individual processes, it is necessary to establish a connection with the elements of the marketing plan in order to maintain a compact, sustainable, efficient and effective organizational system integrating these two subsystems. Such connections and the intensity should be used based on the strong «feed back» communication between the processes and activities of the two systems.

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ТЕНДЕНЦІЇ РОЗВИТКУ ОСНОВНИХ СЕГМЕНТІВ РИНКУ ЦИФРОВИХ ФОТОКАМЕР

АНОТАЦІЯ: У статті проведено ґрунтовний аналіз тенденцій розвитку провідних сегментів та в цілому світового ринку цифрових фотокамер та зроблені відповідні прогнози щодо розвитку ринку у майбутньому. Проаналізовані вподобання представників різноманітних сегментів споживачів ринку цифрових фотокамер.

КЛЮЧОВІ СЛОВА: маркетинг, сегментація ринку, споживчі уподобання, прогноз розвитку ринку цифрових фотокамер.